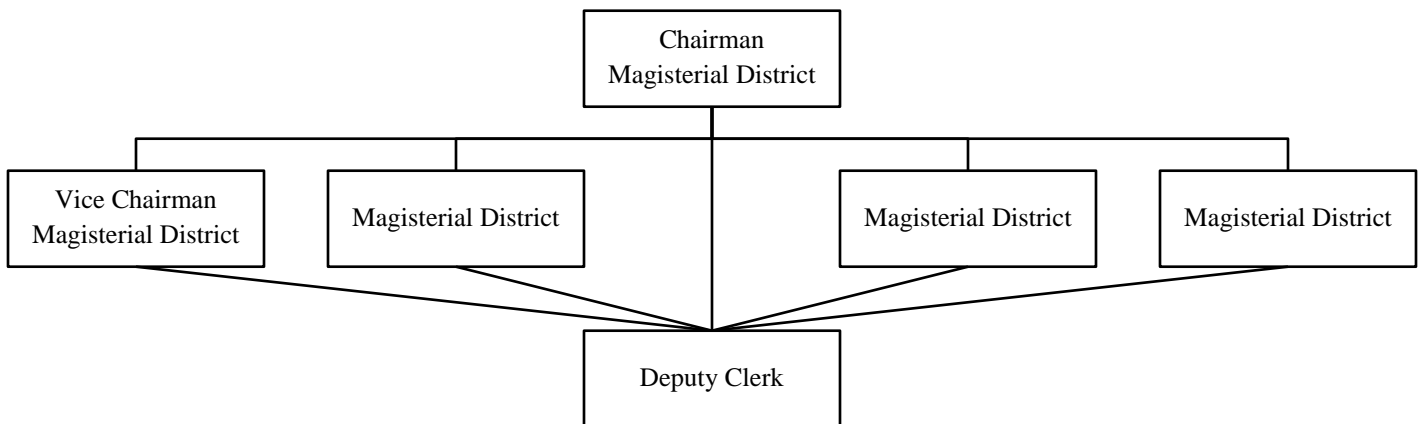


BOARD OF SUPERVISORS

ORGANIZATIONAL PURPOSE:

The Fauquier County Board of Supervisors, elected by the people, serves by law as the governing body of the County. The Board sets goals and objectives; establishes priorities for County programs and services; establishes County legislative and administrative policies through the adoption of ordinances and resolutions; appoints the County Administrator, County Attorney, and members of various boards and commissions; adopts the annual budget; appropriates funds; and, sets tax rates.



GOALS:

- Enable County government to transact business expeditiously and efficiently.
- Protect the rights of every citizen.
- Preserve the physical beauty, heritage, and environmental integrity of the County.
- Plan and implement programs to ensure population growth and development are positive contributions to the general welfare of the community.
- Protect and promote the health, safety, welfare, and quality of life of County residents.
- Promote the interests of Fauquier County at the regional, State, and Federal levels.

KEY PROJECTS FOR FY 2019:

Revenue Impacts for Local Governments:

- Fauquier County opposes the imposition of any additional unfunded state mandates upon localities.
- Fauquier County urges the General Assembly to return to paying \$14 per day for all state responsible inmates incarcerated in local jails, for whom they are now paying \$12 per day.
- Fauquier County is committed to transparency in all transactions involving its citizens. However, the County believes that any bill requiring an on-line posting of transactions be specific as to whether it extends to monies spent via petty cash, credit/procurement cards and/or other methods of payment. The County's preference is that those alternative methods of payment be exempted, since they would create an additional administrative burden. In addition, any bill should be specific as to the definition of "a description of type of expense."

BOARD OF SUPERVISORS

The County would prefer to report the expenditure by functional category as it would be reported on an APA Transmittal.

Social Services/Children's Services:

- Fauquier County opposes any changes to CSA policy that would further shift costs from the State to localities.

Education:

- Fauquier County urges the state to be a reliable funding partner in accordance with the Virginia Constitution and state statutes. The Standards of Quality should recognize the resources, including positions, required for a high-quality public education system. Any changes in methodology and changes in the division of financial responsibility that result in a shift of funding responsibility from the state to localities is unacceptable.
- Fauquier County urges the General Assembly to take a thorough and broad look at reforming public education funding and the structure of state and local taxation. Any such reformation must recognize the unintended consequences of revenue sources not aligning with service delivery. For example, the current Commonwealth policy of using full assessed value in the calculation of the Composite Index penalizes localities that employ Land Use Value Taxation to incentivize land conservation consistent with Virginia's land preservation goals and policies.
- Fauquier County supports legislation imposing sanctions for bullying and cyber-bullying.

Land Use and Zoning Authority:

- Fauquier County opposes any measure that would eliminate or reduce any local government zoning, land use or revenue authority.
- Fauquier County encourages the General Assembly to provide adequate authority for the Virginia Department of Health or localities to respond to, and find solutions for, failing Alternative On-Site Septic Systems—particularly in the case where the homeowners are low-income Virginians.
- Fauquier County supports legislation to prohibit public utilities from establishing transmission corridors over developed growth areas.
- Fauquier County supports current local authority to regulate Air B&Bs and other short-term rental platforms.
- Fauquier County supports legislation that grants localities additional tools to adequately meet increasing needs for public services driven by new development without burdening current residents with the cost of new growth through increased real estate taxes. Such additional tools may include broad impact fee authority for all counties, and adequate public facilities provisions in subdivision ordinances.

BOARD OF SUPERVISORS

Purchase of Development Rights and Conservation:

- Fauquier County supports increased State funding for the purchase of conservation easements and other land conservation needs.

Libraries:

- Fauquier County seeks an increase to the state aid formula for public libraries. Funding available for public libraries currently fall short of the amount needed to fully fund the formula as defined by the Code of Virginia. Funds are needed, as more and more Virginians turn to their public libraries to help bridge the gap between those with access to electronic resources and those without.

Transportation Priorities:

- Fauquier County seeks support from the Virginia General Assembly to encourage the Virginia Department of Transportation to construct a traffic light at the intersection of Route 29 North and Mill Run Industrial Park.
- Fauquier County strongly opposes the devolution of the responsibility for any state roads onto localities.

Broadband/Wireless Telecommunications

- Fauquier County supports efforts to expand broadband capabilities in underserved and rural areas including protecting and enhancing local authority to deploy or partner with others, public or private.
- Fauquier County strongly opposes legislation attempting to bypass, limit, or otherwise further restrict the local zoning, permitting and review process for telecommunications infrastructure.

Health, Safety and Welfare:

- Fauquier County supports policies to protect consumers who require air ambulance transport services in times of emergency.
- Fauquier County supports an amendment to the Virginia Code that would allow service of process by mail to vehicle owners who are cited by school bus arm cameras for passing a school bus loading or unloading passengers. The amendment would also allow the County's ordinance to apply within any town located within the County.
- Fauquier County strongly supports legislation increasing statewide penalties and restrictions on a driver's use of technology, or other distraction, while operating a motor vehicle. The numbers of accidents and deaths nationwide that are caused by distracted driving are increasing at alarming rates. In an effort to protect the health and safety of our citizens and public that travel by roads within our jurisdiction, the County further supports legislation that would

BOARD OF SUPERVISORS

provide clear authority for the County to adopt and enforce a local ordinance requiring drivers to pay full attention while driving.

- Fauquier County supports legislation authorizing limited golf cart use to cross a highway in the County during the annual Upperville Colt & Horse Show.
- Fauquier County supports legislation authorizing limited law enforcement use of tethered blimps or drones for security purposes with the permission of the landowner during special events held within the County.

KEY PROJECTS FOR FY 2020:

- Fauquier County has a variety of issues and interests that require legislative action by the Virginia General Assembly. The Board of Supervisors will review and revise its legislative program to include additional priorities for consideration in the Virginia Association of Counties (VACo) Legislative Program as part of its calendar year 2019 package for the General Assembly.

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$177,371	\$175,255	\$176,710	\$182,167	\$180,922	\$183,171	\$181,583
Operating	\$99,036	\$100,962	\$100,218	\$111,280	\$111,280	\$110,570	\$110,570
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$276,407	\$276,217	\$276,928	\$293,447	\$292,202	\$293,741	\$292,153
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$276,407	\$276,217	\$276,928	\$293,447	\$292,202	\$293,741	\$292,153
Full Time Staff	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	1.00	1.00	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Board of Supervisors includes personnel expenditure increases due to changes in benefit costs. In addition, operating expenditures have been adjusted to more accurately reflect current operations.

PROGRAM 1: *Board of Supervisors*

As the local governing body, the Board of Supervisors serves to protect the public health, safety, and welfare of the citizens of Fauquier County. The following are examples of routinely scheduled meetings that occur in the normal course of public business. It should be noted that this schedule does not include individual Board members' meetings with a wide array of citizens, staff members,

BOARD OF SUPERVISORS

community leaders, and business leaders, attendance at public events, or involvement with civic organizations.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Regularly scheduled public meetings	12	12	12	12	12
Work Sessions conducted	68	52	54	54	56
Consent / Regular Agenda items considered	168	143	143	151	152
Public Hearings conducted	55	49	75	72	66
Proclamations & Awards presented	25	21	28	29	27
Citizen appointments made to Committees, Boards & Commissions	64	15	29	31	31
Legislative priorities submitted to the General Assembly	18	25	21	21	21
Committees, commissions & boards on which BOS members serve	19	19	20	20	20
Legislative events, annual budget & policy review, special and/or adjourned meetings	17	15	14	14	15

OBJECTIVES:

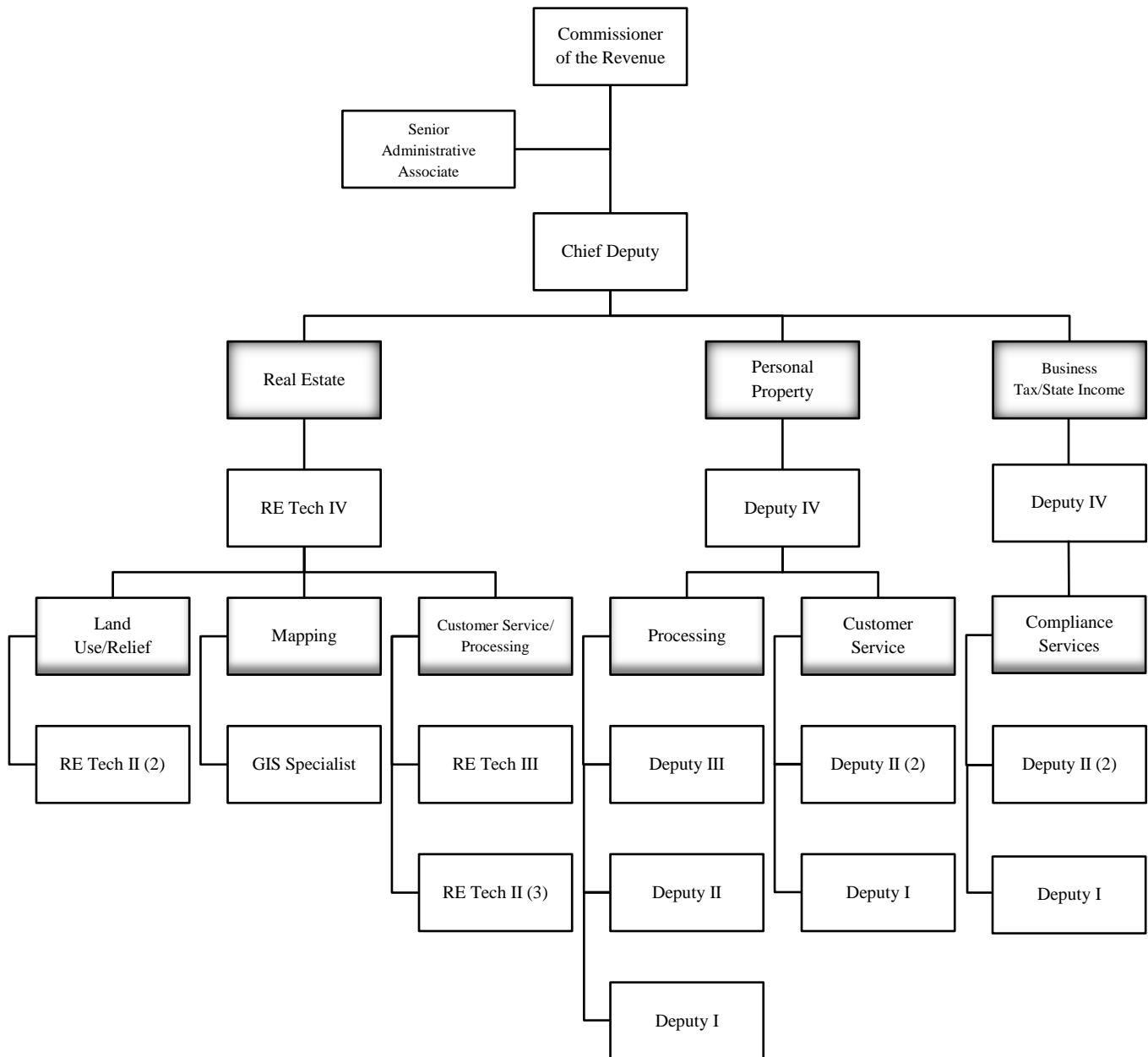
- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2018 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible to the Board members, staff, and the public in accordance with Board by-laws.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Compliance with State and Federally mandated programs and responsibilities	100%	100%	100%	100%	100%
Legislative priorities submitted to the General Assembly prior to the start of the annual session	100%	100%	100%	100%	100%
Agenda and meeting materials are accessible in accordance with Board by-laws	100%	100%	100%	100%	100%

COMMISSIONER OF THE REVENUE

ORGANIZATIONAL PURPOSE:

The Commissioner of the Revenue provides efficient and effective taxpayer services through diligent and careful maintenance of taxpayer records in Real Estate, which includes Land Use and Relief for the Elderly & Disabled programs including Disabled Veterans, Personal Property, Business Taxation, and State Income taxes. The Commissioner's Office also serves the public by providing assistance in a competent manner when dealing with their tax matters. The Commissioner of the Revenue provides the citizens of Fauquier County with timely processing of tax returns and other records in order to deliver the annual assessments to the Treasurer as prescribed by law. Furthermore, the Commissioner's Office performs all duties prescribed by the laws of the Commonwealth relating to assessment of property and taxes.



COMMISSIONER OF THE REVENUE

GOALS:

- Expand the use of the SharePoint functionality to other areas in the office.
- Develop the business taxation filing program in order to ensure timely and accurate assessments.
- Continue to develop the use of Parcel Fabric in the Environmental Systems Research Institute (ESRI) mapping system to reduce time spent on mapping updates.

KEY PROJECTS FOR FY 2019:

- Further develop the new Business Taxation Division in the Commissioner's Office.

KEY PROJECTS FOR FY 2020:

- Install and implement a program to allow for the automatic indexing and Library of Virginia based records management system utilizing the Laserfiche Records Management Module.

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$1,325,802	\$1,323,850	\$1,462,364	\$1,540,567	\$1,510,189	\$1,562,655	\$1,524,731
Operating	\$102,217	\$101,327	\$114,678	\$114,678	\$114,678	\$114,678	\$114,678
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,428,019	\$1,425,177	\$1,577,042	\$1,655,245	\$1,624,867	\$1,677,333	\$1,639,409
Revenue	\$187,327	\$188,192	\$196,391	\$538,400	\$538,400	\$200,284	\$202,187
Net Local Revenue	\$1,240,692	\$1,236,985	\$1,380,651	\$1,116,845	\$1,086,467	\$1,477,049	\$1,437,222
Full Time Staff	20.00	20.00	22.00	22.00	22.00	22.00	22.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	20.00	20.00	22.00	22.00	22.00	22.00	22.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Commissioner of the Revenue includes personnel expenditure increases due to changes in benefit costs. In addition, operating expenditures have been adjusted to more accurately reflect current operations. Revenue adjustments in FY 2019 reflect the anticipated revenue from the sexennial land use reassessment in FY 2020. Revenue increases for the Commissioner of the Revenue also include increases in Compensation Board funding allocations based on the Commonwealth's proposed FY 2020 budget for mid-year raises.

COMMISSIONER OF THE REVENUE

PROGRAM 1: *Real Estate*

This division maintains all real property records for the purpose of assessment and taxation between reassessments. Transfers of ownership of property are performed by obtaining records from the Clerk of the Circuit Court. Research, involving in-depth title searches, is conducted on problems, unknown properties, and escheated property. The office maintains maps of property within the County, adding new subdivisions, easements, and rights-of-way. This division of the Commissioner's office also prepares and confirms exoneration and supplements.

- All new construction is appraised and calculated, and a prorated assessment is made on substantially complete structures through October of each year.
- The Tax Exempt Land Book is compiled and kept for public display, as required by State Code.
- The cadastrals and land use layers of the geographic information system are maintained.
- Staff assists in the State Sales/Ratio Study annually, to support the State in its efforts to raise the quality of assessments.
- The office provides information to the reassessment contractors for the performance of their contracts.
- State Corporation Commission/Department of Taxation assessments of railroads, pipelines, and utility property are verified and included in the local tax roll.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Mapping changes	1,834	1,852	1,870	1,890	1,890
Record revisions on appraisal module ¹	3,611	3,599	6,100	3,650	3,700
Prepare assessments for new construction	1,373	1,465	1,450	1,500	1,500
Transfers	3,668	3,817	4,000	4,100	4,100

¹FY 2018 Budget includes the quadrennial reassessment effective January 2018.

OBJECTIVES:

- Complete land transfers in a timely manner, resulting in improved services to County citizens and other government agencies. Note: Land transfers begin April 1 each year due to system requirements.
- Improve revenue forecasting by completing entry of new construction data by January 31 of each year.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Transfers recorded within 48 hours (after April 1)	96%	96%	98%	98%	98%
New construction data entered prior to January 31	92%	90%	95%	95%	95%

COMMISSIONER OF THE REVENUE

PROGRAM 2: *Land Use/Tax Relief for the Elderly, 100% Disabled Veterans and KIA Spouses*

- The Commissioner of the Revenue is responsible for administering the Use Value Assessment Program. This program, authorized by the Commonwealth of Virginia, permits agricultural, horticultural, forestal, and open space land to be assessed at “use value” rather than its “market value.” Revalidations must be filed annually. This assessment is revised when the use of the land changes or is rezoned, at which time a “roll back” assessment is made. The “roll back” period includes the five previous years plus the current year. As a result of Reassessment, Single Parcel Overlays are required to be completed on all parcels in Land Use.
- A change in the law effective July 1, 1993, mandated that all properties that have an open space easement pursuant to the Open Space Land Act, such as with Virginia Outdoors Foundation, Purchase of Development Rights, or County initiated easements are to be assessed at “use value” rather than “market value” with no deferment and no filing. The Commissioner of the Revenue generates these assessments and maintains the assessment records.
- The Real Estate Tax Relief Program allows a reduction or total exemption of real estate taxes based on income and net worth to qualifying senior citizens and permanently disabled persons. Effective January 1, 1998, an ordinance was adopted to permit a three-year cycle in which the complete application is filed the first year of the cycle and certification, attesting the limits for income and financial worth have not been exceeded, is filed for the next two years. This program has been very valuable to the community in assisting senior citizens and the disabled.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Parcels in land use	3,867	3,847	3,800	3,800	3,800
Roll backs calculated	52	72	100	100	100
New applications & revalidation receipts	87	82	130	3,000 ¹	135
Land use inspection	15	8	25	25	25

¹Revalidation Year in the Fall of 2018 for TY 2019.

OBJECTIVES:

- Process applications and revalidations within 60 days of receipt, except during the sexennial revalidation year during which the complexity of the revalidation process reduces certain efficiencies.
- Complete exonerations of qualified applicants within 30 days of receipt.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Applications and revalidations processed within 60 days of receipt	87%	89%	90%	90%	90%
Exonerations of qualified applicants completed within 30 days of receipt	91%	95%	95%	95%	95%

COMMISSIONER OF THE REVENUE

PROGRAM 3: *Personal Property*

This division provides uniformity of assessments within all Personal Property tax classes, using values established by recognized pricing guides or a percentage of cost. This tax applies at varying rates to the assessed values of different categories of tangible personal property (Business Personal Property and machinery and tools are part of the “Business Taxation Program”). This office has sole authority to make an adjustment to an assessment.

Aggressive delinquent tax collections have placed additional workload on the office. It is necessary to research warrants for current addresses through State, Federal, and local real estate records and to respond to questions from the County Attorney, Treasurer’s Office, and delinquent taxpayers regarding these accounts. Upon request of the County Attorney, it is necessary for staff to appear in court to explain office procedures, methods of assessment and events when taxpayer(s) contact the Commissioner’s office regarding their delinquent accounts. The Commissioner’s Office also handles exoneration of taxes determined to be erroneously assessed.

The Commissioner of the Revenue’s Office maintains an accurate record of all personal property. The office is on-line with the Department of Motor Vehicles, which assists with the accuracy of individual personal property assessments. Tax relief on qualified vehicles under the Commonwealth’s Personal Property Tax Relief Statutes, as defined and amended in the Personal Property Tax Relief Act (PPTRA), must be monitored constantly. A formal personal property tax relief audit is conducted periodically to ensure the proper apportionment of the relief.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Exonerations	12,872	12,413	12,661	12,914	13,172
Supplements	11,785	12,108	12,350	12,597	12,849
PPTRA qualifying vehicles	75,741	77,413	78,961	80,540	82,151
Qualifying leased vehicles	491	533	544	555	566
Audit letters	0	200	200	200	200
Personal Property returns	54,695	55,587	56,143	56,704	57,271
Vehicles disqualified	292	454	459	463	468
License fees assessed	75,589	77,513	78,288	79,071	79,862

OBJECTIVES:

- Improve revenue projections and tax relief distribution.
- Complete at least 90% of all Personal Property return processing by July 30th.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Personal Property returns processed by 7/30	90%	90%	90%	90%	90%

COMMISSIONER OF THE REVENUE

PROGRAM 4: *Business Taxation/State Income Tax*

Business License Tax and Business Personal Property

All businesses within the County are required to obtain a business, professional, and occupational license (BPOL). Most businesses require a gross receipts amount in excess of \$200,000 before a tax is levied. This office ensures all local requirements are met before issuing business licenses, and provides constant monitoring to ensure uniform classification of revenue for rate-application purposes.

Additionally, all businesses within the County that own or lease equipment must register and file a tangible personal property return provided by the Commissioner of Revenue. Staff must screen all returns on property owned on January 1 of each year, and process the returns through manual and computer computation. Statutory assessments are also computed.

State Income Tax

Every Virginia resident earning income is subject to the State Individual Income Tax, due May 1 of each year. To comply with processing deadlines, staff in this division is wholly dedicated to this function from January through May of each year. Required reports are prepared on tax-due returns and are submitted to the Treasurer with payments.

The Commissioner of the Revenue's Office also provides a valuable service to County citizens by preparing State income tax returns and providing taxpayer assistance not otherwise provided by the Commonwealth of Virginia. This enables the office to reduce or eliminate errors on returns prior to forwarding to the State. This section also suffers from service issues when rendering assistance to the public during the tax seasons due to the loss of staffing.

Bank Franchise Tax

The Bank Franchise tax applies to the net capital of banks and trust companies, and payment is due on or before June 1 of each taxable year. A portion of this tax is retained by the County.

Consumer Utility Tax Returns

This office is responsible for organizing, standardizing, and reviewing for accuracy the returns submitted by utility companies that collect and remit the County's Consumer Utility Tax.

Transient Occupancy Tax

Transient Occupancy Tax returns are accepted by the office and processed for accuracy before remittance to the Treasurer's Office for deposit.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Business license applications mailed	3,048	3,085	3,204	3,000	3,000
Virginia Workers Compensation forms	1,424	1,422	1,456	1,450	1,450
Bank stock audit	11	11	11	11	11
Consumer Utility Tax returns	8	8	8	8	8

COMMISSIONER OF THE REVENUE

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Business Personal Property returns	4,355	4,435	4,341	4,400	4,050
Machinery & Tools returns	48	46	47	47	47
Transient Occupancy Tax returns	11	11	12	12	12
States income correspondence	895	770	900	800	800
State income returns processed	4,372	4,159	3,989	3,800	3,700
State estimated returns processed	1,393	1,205	1,384	1,200	1,100

OBJECTIVES:

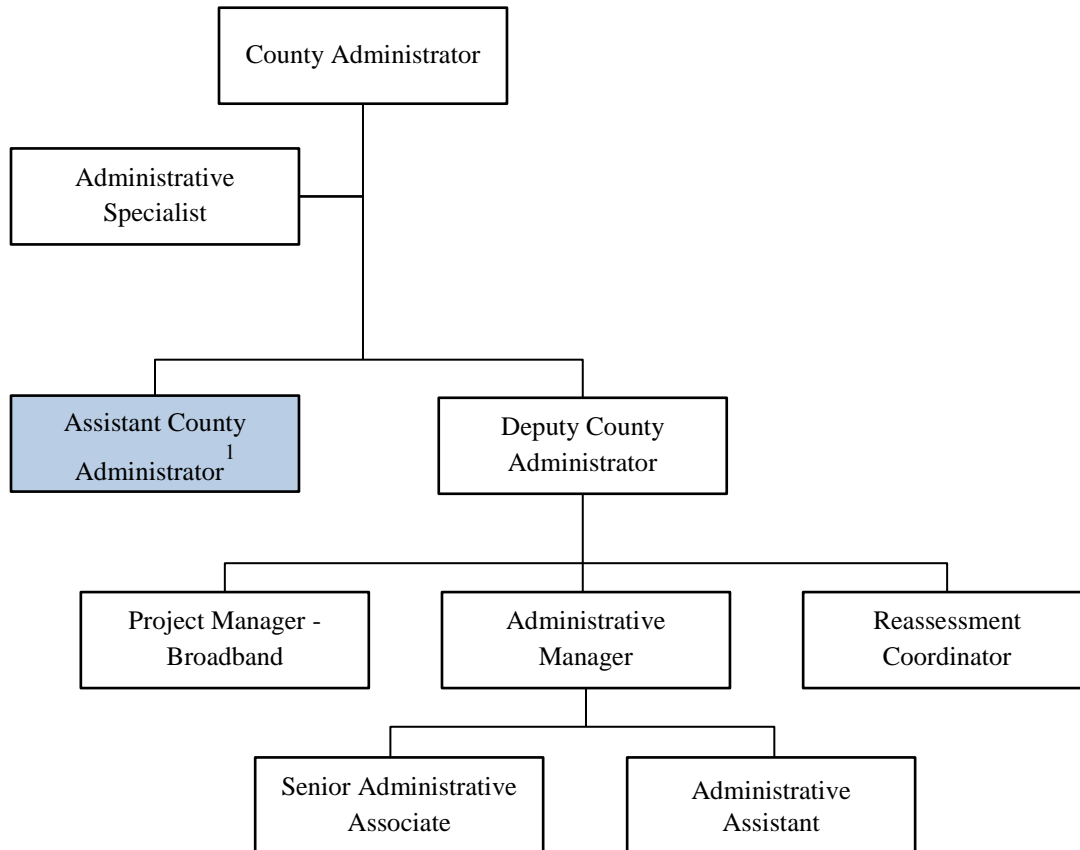
- Ensure the maximum assessment of revenue for BPOL by performing desk audits and other reviews of filings by May 30.
- Ensure the maximum assessment of revenue for business personal property (BPP) taxes by July 30.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
BPOL desk compliance tests completed by May 30 ¹	10%	15%	20%	30%	50%
BPP desk compliance tests completed by July 30 ¹	10%	15%	20%	30%	50%

COUNTY ADMINISTRATION

ORGANIZATIONAL PURPOSE:

The Office of the County Administrator serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors' identified priorities. This includes the management of departmental activities and special projects in a manner which promotes the highest quality of services and the continuous operation of efficient and open government.



¹ FY 2019 Proposed Budget includes a new (1.0) FTE Assistant County Administrator.

GOALS:

- Provide leadership and direction to staff in conducting the business of the County.
- Provide administrative and managerial support and professional advice to the Board of Supervisors.
- Develop and implement programs, policies, and procedures to ensure the provision of effective and efficient government services.
- Maintain a highly competent, well-trained, and motivated public work force.
- Provide an organizational framework and culture that is progressive, results-oriented, and customer-focused in order to meet the current and future needs of Fauquier County and its citizens.

COUNTY ADMINISTRATION

KEY PROJECTS FOR FY 2019 AND FY 2020:

- Work with the Board of Supervisors to strategically carry out the Board's vision and priorities.
- Develop and deliver an annual legislative plan.
- Continue to research and identify additional sources of new revenue.
- Maintain the Continuity of Operations and Disaster Recovery Plan.
- Maintain or enhance the County government's fiscal stability and credit worthiness.

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$610,626	\$790,106	\$999,926	\$1,120,161	\$1,069,913	\$1,129,880	\$1,075,862
Operating	\$36,525	\$728,818	\$35,957	\$113,804	\$55,469	\$109,477	\$51,142
Capital	\$0	\$3,195	\$0	\$0	\$0	\$0	\$0
Total	\$647,151	\$1,522,119	\$1,035,883	\$1,233,965	\$1,125,382	\$1,239,357	\$1,127,004
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$647,151	\$1,522,119	\$1,035,883	\$1,233,965	\$1,125,382	\$1,239,357	\$1,127,004
Full Time Staff	6.00	7.00	8.00	9.00	9.00	9.00	9.00
Part Time Staff	0.53	0.53	0.53	0.00	0.00	0.00	0.00
Full-time Equivalents	6.53	7.53	8.53	9.00	9.00	9.00	9.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for County Administration includes personnel expenditure increases due to changes in benefit costs, as well as increases related to the re-establishment of (1.0) full-time Assistant County Administrator and the shift of the (.53) part-time AV/Media Technician position from County Administration to Information Technology (IT)

PROGRAM 1: *County Administration*

The Office of the County Administrator effectively serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors' identified priorities, including management of departmental activities and special projects in a manner which promotes the highest quality of services and continuous operation of efficient and open government.

County Administration provides support for the Board of Supervisors' initiatives and policies through oversight of day-to-day County operations.

COUNTY ADMINISTRATION

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Board of Supervisors agenda items submitted	80	85	85	85	85
Legislative priorities developed and submitted for Board of Supervisors' consideration	20	24	24	24	24
Standing Board/Committee meetings	75	75	75	75	75

OBJECTIVES:

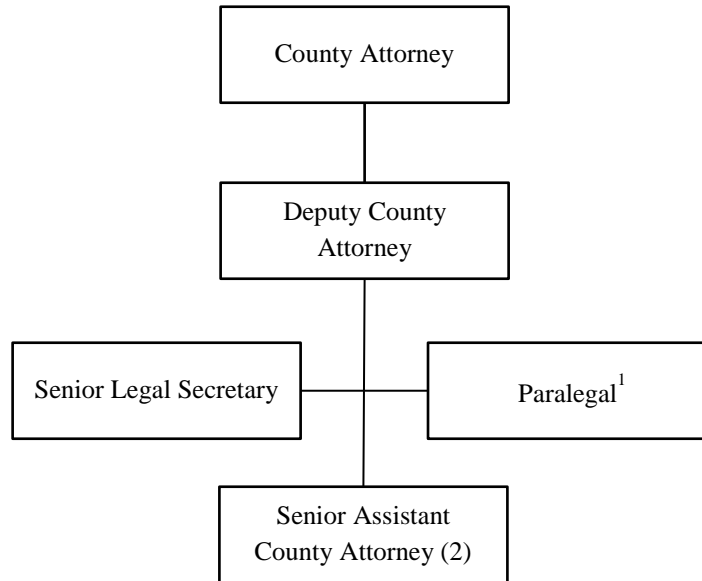
- Work with the Board of Supervisors to strategically execute the Board's vision and priorities.
- Research and identify additional sources of new revenue.
- Develop and deliver an annual legislative plan.
- Maintain a Continuity of Operations and Disaster Recovery Plan.
- Maintain the County's strong bond rating assigned by three independent rating agencies.
- Attract and retain a high quality workforce with a County-wide turnover rate at 12% or lower.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Execute the Board's vision and priorities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Reduce expenditures and identify additional sources of new revenue	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Develop and deliver an annual legislative plan	Annual	Annual	Annual	Annual	Annual
Maintain a Continuity of Operations and Disaster Recovery Plan	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Achieve/Maintain Aa1, AA+ and AAA bond ratings	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA

COUNTY ATTORNEY

ORGANIZATIONAL PURPOSE:

The County Attorney provides timely and effective legal representation and advice to the Fauquier County Board of Supervisors, Planning Commission, Board of Zoning Appeals, and all other boards, commissions, departments, Constitutional Officers and employees regarding legal issues relative to conducting County business.



¹In mid-FY 2018, one Senior Legal Secretary position was converted to a Paralegal position.

GOALS:

- Provide timely and effective legal advice and representation to the Board of Supervisors, Constitutional Officers and all other boards, commissions, departments, and employees of the County.
- Effectively handle civil litigation by and for the County, its Constitutional Officers, boards, commissions, departments, and employees.
- Competently and ethically fulfill all duties and responsibilities placed upon the office and its attorneys by the Code of Virginia, the Code of Fauquier County, and canons of ethics and disciplinary rules of the Virginia State Bar.

KEY PROJECTS FOR FY 2019:

- Update process for applications and review of conservation easements, including implementation of paperless or electronic filing.
- Start implementation of paperless office practices with new matters.
- Implement submission and tracking process for document, policy and contract reviews.

KEY PROJECTS FOR FY 2020:

- Continue implementation of paperless office practices with digitizing closed and stored County Attorney's Office files.

COUNTY ATTORNEY

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$641,316	\$643,108	\$684,055	\$713,993	\$707,681	\$720,017	\$711,647
Operating	\$42,976	\$43,151	\$47,574	\$47,574	\$47,574	\$47,574	\$47,574
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$684,292	\$686,259	\$731,629	\$761,567	\$755,255	\$767,591	\$759,221
Revenue	\$72,648	\$30,391	\$18,500	\$15,000	\$15,000	\$15,000	\$15,000
Net Local Revenue	\$611,644	\$655,868	\$713,129	\$746,567	\$740,255	\$752,591	\$744,221
Full Time Staff	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	6.00	6.00	6.00	6.00	6.00	6.00	6.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the County Attorney's Office includes personnel expenditure increases due to changes in benefit costs. Revenue has been adjusted due to changes in collection procedures, resulting in less cost recovery for lien fees.

PROGRAM 1: *County Attorney's Office*

The County Attorney's Office provides legal services to all County boards, Constitutional Officers, commissions, agencies, and their employees. The provision of legal services involves the handling of litigation and administrative hearings before State and Federal courts as well as administrative tribunals. This includes legal support to collect all forms of delinquent taxes, including but not limited to real estate, personal property, and business license tax through litigation in State, Federal and Bankruptcy courts. County attorneys also support the collection activities for unpaid fees and fines, including landfill tipping fees, library assessments and delinquent Parks & Recreation accounts. In addition, staff members perform a variety of other activities including contract review, real estate closings, and rendering of legal advice and opinions on local government issues of concern to the boards, Constitutional Officers, commissions, and their employees.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Files opened	122	152	180	150	150
Document review and opinion requests	365	365	450	400	400
Real estate settlements	12	7	10	8	8
Active open litigation cases	351	390	346	140	140

COUNTY ATTORNEY

OBJECTIVES:

- Provide prompt response to client inquiries.
- Support collections activities for delinquent taxes, fees and fines.
- Conduct tax sales of delinquent real estate in order to recover delinquencies and return the properties to taxpaying status.

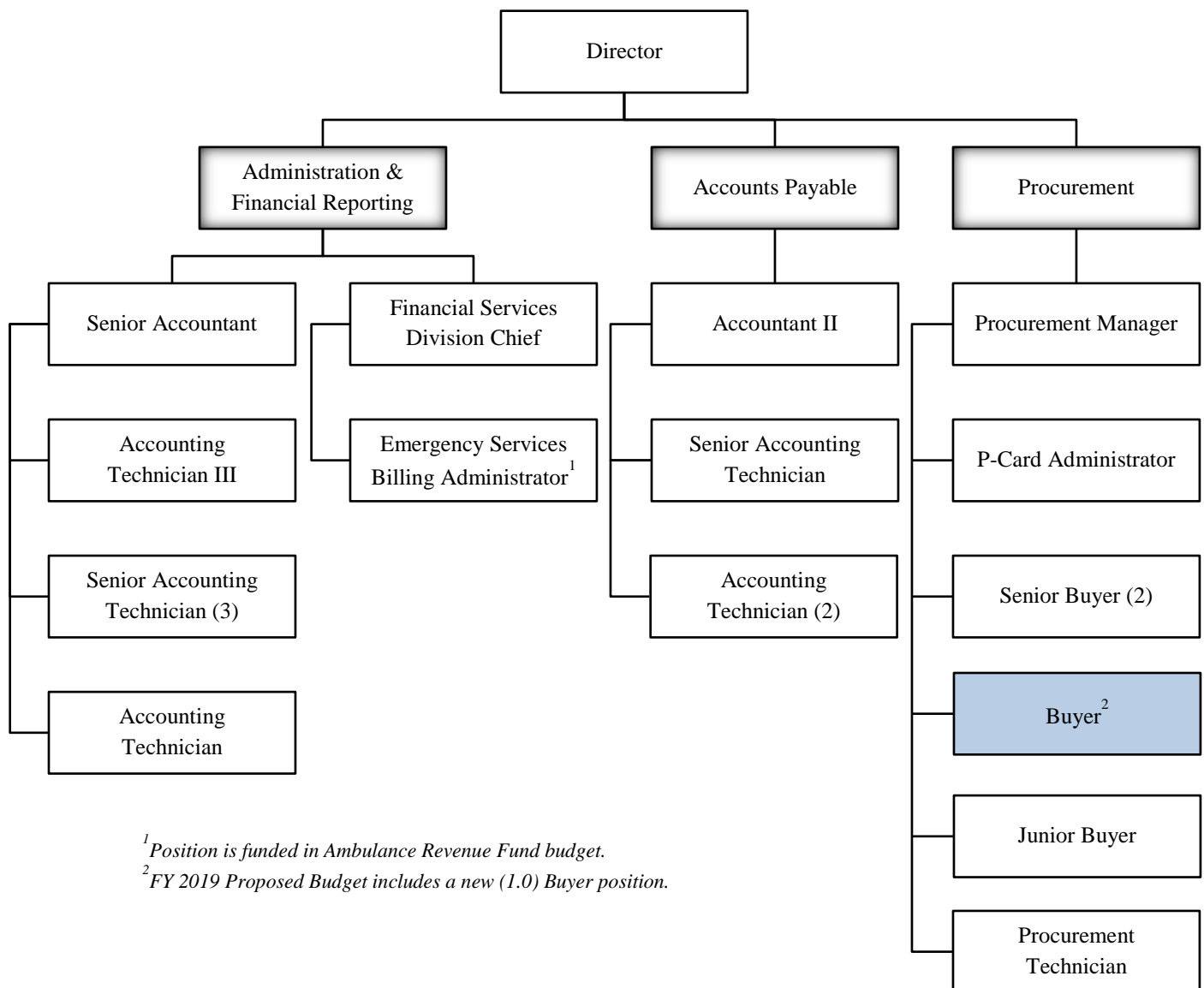
OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Respond to 75% of requests for opinions within 5 working days	75%	75%	75%	75%	75%
Respond to 75% of requests for document reviews within 5 working days	70%	75%	75%	75%	75%
Review and respond to 100% of FOIA and subpoena requests within required timeframe	100%	100%	100%	100%	100%
Attend 100% of primary board or commission meetings	100%	100%	100%	100%	100%
Attend 100% of the secondary board or committee meetings where attorney is requested	100%	100%	100%	100%	100%
Initiate appropriate action in 100% of cases accepted for litigation within 5 working days	N/A	N/A	100%	100%	100%

FINANCE

ORGANIZATIONAL PURPOSE:

The Finance Department provides quality financial and administrative support services to all County departments, agencies, and the School Division in a professional, proactive, effective and efficient manner, and in conformance with the highest standards set for similar county government finance departments.

The primary functions of the department include maintenance of the financial reporting system, preparation of the Comprehensive Annual Financial Report, debt management, accounting, accounts payable and receivable, Federal and State grants reporting, fixed asset reporting, and procurement.



FINANCE

GOALS:

- Prepare accurate and timely financial transactions and reports to assist customers in the delivery of their services.
- Prepare and publish the Comprehensive Annual Financial Report (CAFR) in a timely manner and in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association guidelines for the Certificate of Achievement in Financial Reporting.
- Manage the issuance and administration of debt to ensure compliance with legal requirements and to minimize the County's borrowing costs.
- Implement procurement policies and procedures for the purchase of goods and services, while encouraging competition, compliance, accountability, and fairness.
- Update and maintain a comprehensive listing of capital assets and implement appropriate controls to safeguard the assets.
- Enhance employees' skills through cross-training and external training opportunities.
- Implement internal contract/project audit procedures in Procurement Division.

KEY PROJECTS FOR FY 2019 AND FY 2020:

- Further expansion of the P-Card Program for both the County and Schools.
- Continued development of automated reporting capability to enhance financial reporting to the Board of Supervisors (BOS) and School Board (SB) Finance Committees, as well as other internal or external customers.
- Continued study toward implementation of methods to enhance workflow and reduce manual operations in Accounts Payable to reduce costs and increase efficiency in the procure-to-pay cycle.
- Implement improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance Department staff.
- Begin studying feasibility of utilizing software to complete annual Cost Allocation Plan currently completed by external consultants.
- Implement new GASB pronouncements.

FINANCE

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$1,286,517	\$1,321,045	\$1,374,496	\$1,422,797	\$1,457,533	\$1,500,275	\$1,470,092
Operating	\$55,176	\$59,191	\$98,975	\$101,775	\$108,936	\$111,921	\$104,760
Capital	\$0	\$0	\$0	\$9,000	\$0	\$0	\$0
Total	\$1,341,693	\$1,380,236	\$1,473,471	\$1,533,572	\$1,566,469	\$1,612,196	\$1,574,852
Revenue	\$0	\$0	\$0	\$5,400	\$0	\$9,000	\$0
Net Local Revenue	\$1,341,693	\$1,380,236	\$1,473,471	\$1,527,987	\$1,566,469	\$1,603,196	\$1,574,852
Full Time Staff	17.00	18.00	18.00	18.00	19.00	19.00	19.00
Part Time Staff	0.53	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	17.53	18.00	18.00	18.00	19.00	19.00	19.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Finance Department includes personnel expenditure increases due to changes in benefit costs, as well as the establishment of (1.0) full-time permanent Buyer position in FY 2019.

PROGRAM 1: *Administration and Financial Reporting*

Produce the County government and School Division Comprehensive Annual Financial Report (CAFR). Coordinate annual external audit. Manage general ledger transactions, debt service, capital assets, and grants. Maintain the integrity of all financial data and internal control structures, and act as fiscal agent for County agencies, the School Division, and other organizations as required.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Outstanding debt issues	20	22	25	26	27
Journal transactions	1,995	1,960	1,979	2,000	2,000
Accounts Added or Deactivated in the General Ledger	1,568	4,200 ¹	1,500	1,515	1,515
School activity fund internal reviews	20	20	20	20	20
Volunteer fire rescue internal reviews	11	10	10	10	10
Petty cash internal reviews	45	46	47	47	47
Revenue transmittals ²	315	283	900	1,000	1,000
Manual interest earnings calculations	25	25	26	28	28
Programs interfaced	13	14	15	16	16

¹FY 2017 increase in accounts activated/deactivated was primarily the result of General Ledger clean-up.

²Projected revenue transmittal increases are anticipated due to increased transmittal processing provided to the School Division.

FINANCE

OBJECTIVES:

- Publish accurate and informative financial documents annually, in compliance with GAAP regulations and Government Finance Officers Association (GFOA) standards.
- Annually publish accurate and informative financial documents in compliance with GFOA standards and meet State and GFOA submission deadlines.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Achieve GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes	Yes
Prepare and submit the Consolidated Annual Financial Report within State deadlines	Yes	Yes	Yes	Yes	Yes

PROGRAM 2: *Accounts Payable*

Process payments of vendor invoices for goods and services purchased for the County government and School Division; maintain and update vendor files; and issue Federal tax Form 1099 MISC to comply with Internal Revenue Service (IRS) regulations.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Invoices paid	43,251	42,247	41,380	41,800	41,380
Checks issued	17,247	17,290	17,340	17,165	16,991
Dollar amount processed	\$52 million	\$59 million	\$62 million	\$67 million	\$72 million
New vendors added	1,300	1,248	1,205	1,193	1,181
1099's issued	392	398	315	315	315

OBJECTIVES:

- Improve the knowledge and capability of County and School staff personnel in processing invoices for payment efficiently.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Number of training sessions provided for County/School staff	5	8 ¹	7	8	9

¹OMB and Finance held 3 joint sessions in FY2017.

PROGRAM 3: *Procurement Division*

Procurement provides purchasing support and expertise relative to goods and services for County government and the School Division, ensuring that purchases are in compliance with the Virginia Public Procurement Act, as well as adopted policies and procedures. Staff issues Invitation For

FINANCE

Bids (IFB) and Request For Proposals (RFP) with input and assistance of County/School departments. Staff seeks contract opportunities, negotiates contracts as needed, processes purchase orders, and maintains contract oversight.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Purchase Orders (PO) Issued	4,126	3,843	3,600	3,500	3,000
Purchase Order Edits	1,156	986	975	875	750
PO Edits to Issuance	28%	25%	27%	25%	25%
IFB, RFP, Contracts Issued	106	160 ¹	120	125	135
Contracts Managed	500	505	510	510	510

¹Higher issuance in FY 2017 due to all Open-End A/E resolicited, with multiple contracts awarded.

OBJECTIVES:

- Increase user comprehension and accuracy through training.
- Improve user resources by updating policies and procedures to reflect revisions to the Virginia Public Procurement Act and best practices.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Training sessions provided for County/School staff members	9	12	12	14	16
Revisions made/approved to Policies, Procedures & Terms/Conditions	4	2	4	4	4

GEOGRAPHIC INFORMATION SYSTEMS

ORGANIZATIONAL PURPOSE:

The Geographic Information Systems (GIS) Department provides support and assistance to County agencies by supplying accurate, computer-generated maps, and accompanying database information to aid in the study of geographic-related matters and provides GIS access and service to citizens.



GOALS:

- Provide technical support and expertise to County agencies and the public.
- Provide access to accurate county GIS feature classes and geo-databases.
- Provide public access to county GIS information and services.
- Administer and provide E-911 Street addressing and GIS services.
- Continue to develop and deploy web based GIS applications for internal and external consumption.

KEY PROJECTS FOR FY 2019 AND FY 2020:

- Continue to maintain and enhance WebGIS presence.
- Continue to integrate new digital mapping layers in the GIS, as coordinated and prioritized by County needs.
- Continue to provide GIS technical support, assistance, and training consistent with departmental and County-wide objectives.
- Continue to provide customized maps and reports to County agencies and the public.
- Continue to provide E-911 addressing administrative and technical functions, consistent with the requirements of Emergency Services and E-911 Communications Center.

GEOGRAPHIC INFORMATION SYSTEMS

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$313,912	\$311,669	\$317,007	\$358,938	\$332,130	\$363,637	\$334,774
Operating	\$9,159	\$14,950	\$23,000	\$180,501	\$24,850	\$36,850	\$24,850
Capital	\$0	\$0	\$0	\$28,391	\$0	\$0	\$0
Total	\$323,071	\$326,619	\$340,007	\$567,830	\$356,980	\$400,487	\$359,624
Revenue	\$8,385	\$7,056	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Net Local Revenue	\$314,686	\$319,563	\$335,007	\$554,698	\$351,980	\$395,487	\$354,624
Full Time Staff	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Part Time Staff	0.00	0.00	0.00	0.53	0.00	0.53	0.00
Full-time Equivalents	4.00	4.00	4.00	4.53	4.00	4.53	4.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Department of Geographic Information Systems (GIS) includes personnel expenditure increases due to changes in benefit costs. In addition, operating expenditures have been adjusted to more accurately reflect current operations.

PROGRAM 1: GIS

GIS services are provided to internal and external customers.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
GIS generated reports and PDF files produced	1,700	1,600	1,600	1,600	1,600
Type I Soils maps digitized	10	9	10	10	10
Training/Technical Support provided - Hrs	364	200	200	200	200
Digital file requests processed	450	500	501	450	450
Street address requests processed	315	485	300	300	300
New streets added & signed ordered	13	14	20	10	10

GEOGRAPHIC INFORMATION SYSTEMS

OBJECTIVES:

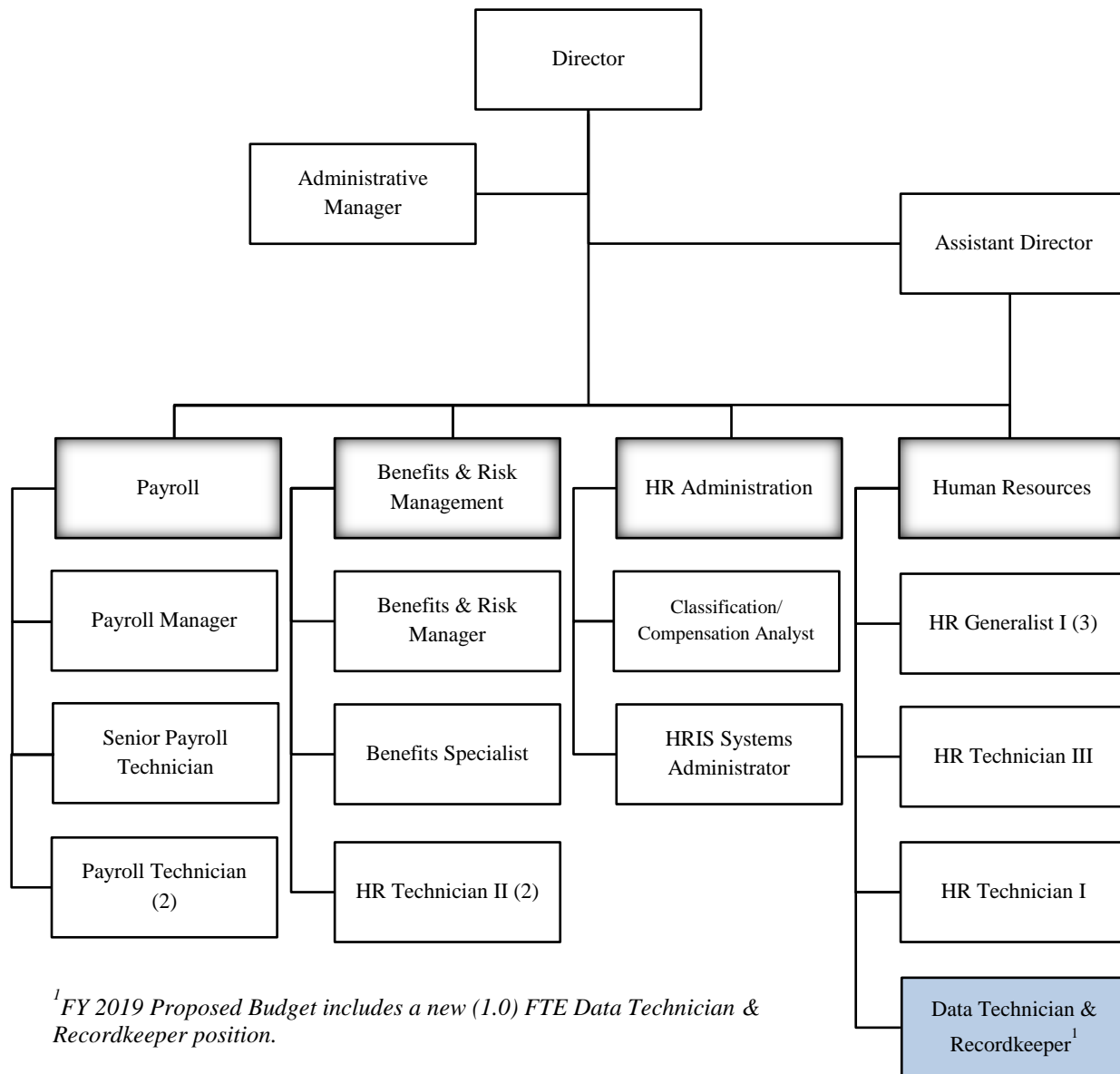
- Improve direct public access to GIS tools and data.
- Provide the underlying technology required to assist County agencies in providing effective support to residents.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Revenue generated by GIS product sales	\$8,385	\$7,056	\$5,000	\$5,000	\$5,000
Individual map layers available via the Internet	20	20	20	20	20
Digital map layers and databases maintained/created for analysis and internal use in decision making	300	300	300	300	300
Server-based GIS system users	100	100	100	100	100

HUMAN RESOURCES

ORGANIZATIONAL PURPOSE:

The Fauquier County Human Resources department provides quality services to assist the County Government and School Division in achieving their strategic goals; recruits, selects, and retains quality employees; and administers a comprehensive Human Resources program consistent with Federal, State, and local statutes, meeting the needs of the governmental employer as well as current/potential employees.



¹ FY 2019 Proposed Budget includes a new (1.0) FTE Data Technician & Recordkeeper position.

GOALS:

- Increase customer satisfaction by improving response time and guidance provided to our business partners.
- Implement targeted and strategic hiring practices to address challenges associated with employee recruitment, retention, and development.

HUMAN RESOURCES

- Maximize impact of technology.
- Streamline systems and programs to maximize efficiency and effectiveness of service delivery.
- Prepare, implement and provide processes for Virginia Retirement System (VRS) Modernization.
- Design, develop and implement an education program to address the training needs for all levels of employment.
- Per BOS Strategic Plan, develop and implement a 3-year plan to alleviate compression.

KEY PROJECTS FOR FY 2019:

- Market the clinic for maximum utilization.
- Design and implement pay scales to address market and organizational needs.
- Design and implement a program for County compression.
- Design, implement and evaluate a new performance evaluation.
- Implement electronic personnel files.

KEY PROJECTS FOR FY 2020:

- Implement compression plan for County government.

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$1,544,730	\$1,497,440	\$1,610,122	\$1,895,540	\$1,753,467	\$2,105,670	\$1,771,026
Operating	\$538,685	\$600,963	\$1,148,362	\$1,422,994	\$1,249,649	\$1,457,608	\$1,290,849
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,083,415	\$2,098,403	\$2,758,484	\$3,318,534	\$3,003,116	\$3,563,278	\$3,061,875
Revenue	\$76,845	\$79,328	\$65,681	\$65,681	\$65,681	\$65,681	\$65,681
Net Local Revenue	\$2,006,570	\$2,019,075	\$2,692,803	\$3,252,853	\$2,937,435	\$3,497,597	\$2,996,194
Full Time Staff	18.00	18.00	18.00	21.00	19.00	24.00	19.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	18.00	18.00	18.00	21.00	19.00	24.00	19.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Department of Human Resources includes personnel expenditure increases due to changes in benefit costs, as well as the establishment of (1.0) full-time Data Technician & Recordkeeper position and increases in the temporary salary budget. In addition, operating expenditure increases include funding for leadership development/succession planning, tuition reimbursement based on historical costs, and contractual increases for insurance policy premiums.

HUMAN RESOURCES

PROGRAM 1: *Human Resources*

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
County Employees	712	722	742	762	782
School Employees	1,896	1,917	1,937	1,957	1,977
Employment applications processed and reviewed	9,065	10,162	11,200	12,300	13,400
New-hires	357	615	655	695	735
Employees who separated employment	272	324	330	340	350

OBJECTIVES:

- Complete exit interviews for all separating employees.
- Track data to determine if separation was due to controllable factors and provide appropriate feedback to department heads.
- Increase enrollment in the Section 125 Flexible Spending plan and employee retirement savings accounts (403(b)/457(b) accounts) by providing additional employee education.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Employees who participated in orientation	737	840	880	920	960
Exit interviews completed	65%	70%	80%	85%	85%
County turnover rate	12.92%	6.2%	7.0%	8.0%	9.0%
School turnover rate	9.49%	5.0%	6.0%	7.0%	8.0%

PROGRAM 2: *Benefits and Risk Management*

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Employees participating in Flexible Spending Accounts (percent)	14.64%	16%	19%	22%	25%
Employees enrolled in a health insurance program (percent)	73.62%	77.14%	80%	80%	80%
Employees enrolled in a deferred compensation account (percent)	34.51%	37.2%	40%	40%	40%
On-the-job injuries	180	199	190	180	170
Employee auto accidents	140	127	125	120	115
Property damage claims	21	17	15	12	10
Liability claims	22	10	10	10	10

HUMAN RESOURCES

OBJECTIVES:

- Enroll, educate, and assist new-hires and current employees in benefit programs.
- Inspect County and School facilities for safety compliance.
- Work with all departments on safety training programs.
- Reduce the overall rate of preventable auto accidents.
- Reduce the overall rate of Occupational Safety and Health Administration (OSHA) reportable workplace injuries/illnesses.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Safety inspections performed	10	10	15	15	15
Safety training conducted at County and School facilities	17	21	25	25	25
Auto accidents that have been prevented as a result of HR effort to minimize risk	20	20	20	20	20
OSHA reportable injuries	45	56	45	35	25
Two educational seminars provided to employees each year	8	8	8	8	8

PROGRAM 3: Payroll

The Payroll section processes payroll for employees of the County government and School Division; files taxes and reports with State and Federal agencies as required; maintains leave records; and prepares and processes IRS Form W-2 for all employees.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Employees Paid Monthly	547	540	504	0	0
Employees Paid Bi-Weekly	2,032	1,956	1,975	2,480	2,500
Annual Checks/Direct Deposits Processed	66,835	77,610	88,000	99,000	101,000

HUMAN RESOURCES

OBJECTIVES:

- Provide quality service to County and School employees by responding to questions related to employee paychecks within 24 hours, and develop a plan for resolution within three working days.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Out-of-cycle pay runs needed due to payroll error	8	12	6	4	4
Records maintained of payroll-related errors/corrections	Yes	Yes	Yes	Yes	Yes
Contact initiated with employee within 24 hours	100%	100%	100%	100%	100%
Training provided to departmental users to ensure they are in compliance with County and School guidelines	Yes	Yes	Yes	Yes	Yes

INDEPENDENT AUDITOR

ORGANIZATIONAL PURPOSE:

The Independent Auditor reviews all funds in accordance with auditing standards and those specified by the Commonwealth of Virginia's Auditor of Public Accounts (APA). The County's Comprehensive Annual Financial Report (CAFR) is audited to ensure compliance with standards and guidelines established by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers' Association (GFOA). The Independent Auditor also audits the County's Federal grants (single audit), based on the United States Office of Management and Budget requirements. The auditors evaluate and express their "unmodified" opinion on the overall financial statement presentation.

This function also includes the County's annual cost allocation study utilized for grant billings. Additionally, Financial Advisory services are incorporated into this function to provide analysis and recommendations for achieving the County's capital financing objectives and participating in the completion of debt financing.

GOALS:

- Evaluate financial and internal controls and express an opinion on the County's compliance with established standards.
- Provide recommendations to management for continued adherence to excellence in financial controls and reporting.

KEY PROJECTS FOR FY 2020:

- Prepare a Request for Proposal (RFP) for commencement of audit, cost allocation, and Volunteer Fire and Rescue Association (VFRA) audit services.
- Prepare a cost analysis to determine if cost allocation services can be performed in-house versus outsourcing.

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating	\$143,970	\$119,505	\$181,610	\$186,105	\$186,105	\$210,895	\$187,685
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$143,970	\$119,505	\$181,610	\$186,105	\$186,105	\$210,895	\$187,685
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$143,970	\$119,505	\$181,610	\$186,105	\$186,105	\$210,895	\$187,685
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	0.00

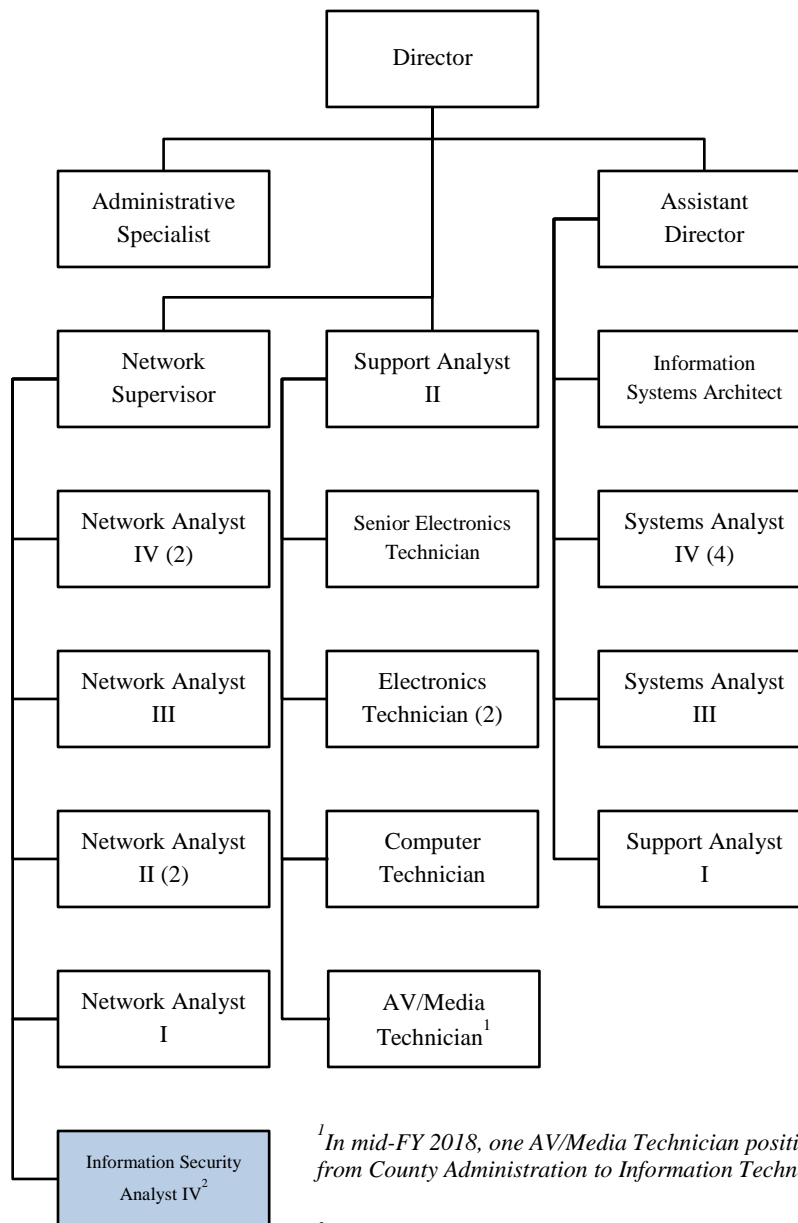
BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Independent Auditor includes projected contractual increases for cost accounting services.

INFORMATION TECHNOLOGY

ORGANIZATIONAL PURPOSE:

Information Technology supports the functions of the County government by providing efficient, secure, and reliable technology. Special emphasis is placed on using technology where it adds the most value to increase the productivity of the County government, serve internal and external customers, and deliver information and services to citizens at work, at home, and in the community.



¹In mid-FY 2018, one AV/Media Technician position was moved from County Administration to Information Technology.

²FY 2019 Proposed Budget includes a new (1.0) FTE Information Security Analyst IV position.

INFORMATION TECHNOLOGY

GOALS:

- Continuously strive to provide excellent service that satisfies the existing and emerging needs and requirements of internal and external customers.
- Provide technical guidance to the Technology Review Board (TRB), whose purpose is to receive, review, and prioritize new technology project requests.
- Deploy e-Government services to address the growing expectations of the Fauquier community within a framework that identifies and implements the applications and services that most appropriately fit Fauquier County's needs.
- Continue to build and manage a reliable, scalable, and secure network infrastructure to serve as a foundation for the delivery of services to internal and external customers.

KEY PROJECTS FOR FY 2019 AND FY 2020:

- Continue implementation of Disaster Recovery Plan.
- Allow for employee collaboration, document storage, records management and other approved applications with SharePoint 2013.
- New Main Library, if/when funded.
- Central Sports Complex, if approved.
- Support Broadband initiative as appropriate.
- Implement funded projects as prioritized by the TRB.

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$2,207,471	\$2,259,328	\$2,314,626	\$2,741,427	\$2,492,546	\$2,858,525	\$2,508,199
Operating	\$1,492,446	\$1,576,299	\$1,585,928	\$1,616,285	\$1,607,478	\$1,625,021	\$1,616,207
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,699,917	\$3,835,627	\$3,900,554	\$4,357,712	\$4,100,024	\$4,483,546	\$4,124,406
Revenue	\$1,750	\$1,657	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600
Net Local Revenue	\$3,698,167	\$3,833,860	\$3,898,954	\$4,356,112	\$4,098,424	\$4,481,946	\$4,122,806
Full Time Staff	22.00	22.00	22.00	25.00	23.00	26.00	23.00
Part Time Staff	0.00	0.00	0.00	0.53	0.53	0.53	0.53
Full-time Equivalents	22.00	22.00	22.00	25.53	23.53	26.53	23.53

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for Information Technology includes personnel expenditure increases due to changes in benefit costs, as well as personnel expenditure increases related to the transfer of one (.53) part-time AV/Media Technician from County Administration to Information Technology in mid-FY 2018, as well as the establishment of (1.0) full-time Information Security Analyst IV position in FY 2019. In addition, the proposed budget includes

INFORMATION TECHNOLOGY

operating expenditure increases for contractual adjustments for existing maintenance service contracts.

PROGRAM 1: *Information Technology*

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Network Printers/Copiers	100	82	86	88	90
Network Devices	175	205	212	232	252
Servers (Production Only)	213	221	230	238	246
Array Storage Allocated ¹	58	107	116	136	146
Service Requests	2,500	1,899	2,300	2,400	2,500
Fire and Security Systems (School and County)	72	78	80	86	92
Internet Protocol (IP) Phones	1,507	1,536	1,545	1,575	1,605
Security Cameras ²	N/A	141	150	180	210
Applications	43	49	60	70	78

¹In terabytes.

²New measure FY 2018.

OBJECTIVES:

- Implement funded projects approved by the TRB.
- Provide shared services/support to the Fauquier County Public Schools, where appropriate.

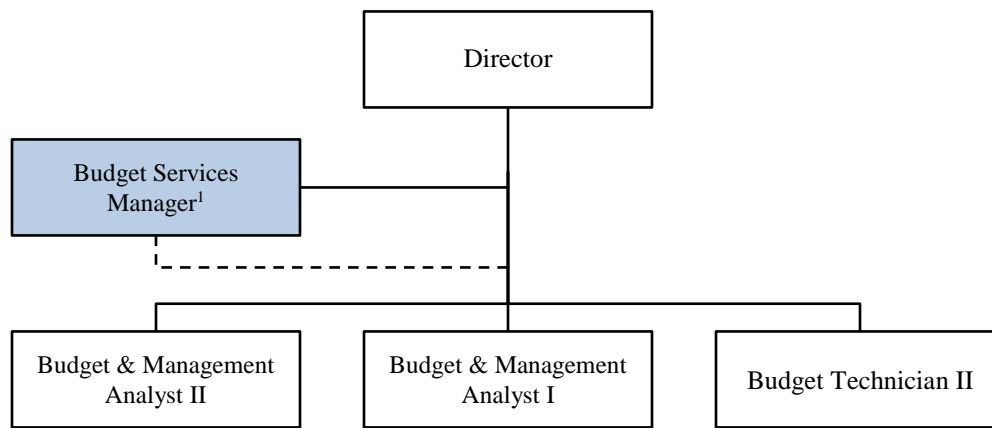
OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Develop and implement a Disaster Recovery Plan	50%	60%	75%	85%	90%
Implement an enterprise Records Management System	0%	30%	60%	100%	N/A
Migrate Department File Shares to SharePoint Departmental Workspaces	N/A	5%	50%	80%	100%

MANAGEMENT AND BUDGET

ORGANIZATIONAL PURPOSE:

The Office of Management and Budget (OMB) provides the highest quality financial planning, resource management, and analytical services to the County government and the Board of Supervisors to support effective decision making and organizational accountability.

OMB manages the development of the proposed and adopted budgets and the capital improvement program, monitors the budget's implementation and departments' progress toward established goals, conducts program analysis and management studies, provides economic analysis, identifies potential issues for the organization's consideration, and assists departments with the acquisition and management of grants.



¹FY 2019 Proposed Budget includes a new (1.0) FTE Budget Services Manager position.

GOALS:

- Manage the annual budget process and ensure that development, adoption, and implementation are conducted in compliance with the Code of Virginia and generally accepted financial standards.
- Manage the capital improvement planning process to facilitate the identification of Fauquier County's future capital facility needs.
- Provide the highest quality analytical services and support to management, staff, and the Board of Supervisors.
- Facilitate the end-to-end process of identifying, obtaining, executing, and closing out of external funding opportunities in support of the County's priority programs and projects.

KEY PROJECTS FOR FY 2019 AND FY 2020:

- Maintain and update five-year operational financial plan and strategic plan with County Administration, as directed by the Board of Supervisors, to improve long-term planning and forecasting of resources and needs.

MANAGEMENT AND BUDGET

- Continue to identify, develop, and implement training and outreach opportunities to support County departments in OMB-led processes (i.e., annual budget process, budget management, and grant management).
- Issue the County's economic indicators report on a semi-annual basis to analyze and present data relative to the County's fiscal health.
- Enhance the annual budget document based on Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award criteria and annual review recommendations.
- Monitor state and federal regulations related to compliance for receipt of categorical and grant funded programs and requirements by agencies that may impact policies and procedures of the County.

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$375,385	\$402,549	\$414,081	\$656,705	\$524,651	\$668,111	\$533,339
Operating	\$23,816	\$22,165	\$39,950	\$59,722	\$49,811	\$42,150	41,650
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$399,201	\$424,714	\$454,031	\$716,427	\$574,462	\$710,261	\$574,989
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$399,201	\$424,714	\$454,031	\$716,427	\$574,462	\$710,261	\$574,989
Full Time Staff	4.00	4.00	4.00	6.00	5.00	6.00	5.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	4.00	4.00	4.00	6.00	5.00	6.00	5.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Office of Management and Budget includes an adjustment to personnel expenditures due to changes in benefit costs, and the establishment of a Budget Services Manager in FY 2019 and related one-time operating expenditures. The proposed budget also includes an increase in temporary personnel funding in FY 2020 to support department functions.

MANAGEMENT AND BUDGET

PROGRAM 1: *Budget Development and Implementation*

Coordinate and provide analysis for the annual budget process to prepare the County Administrator's proposed budget and capital improvement program. Implement and monitor the annual adopted budget, capital improvement plan, County asset replacement plan, and tax rates as adopted by the Board of Supervisors.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Supplemental appropriations or contingency reserve items	136	163	150	150	150
Budget adjustments	219	247	250	250	250
OMB/Finance trainings facilitated	2	3	3	3	3

OBJECTIVES:

- Provide analysis, support, and advice to County management and staff to maintain core services, address core priorities, and strategic planning in the current, challenging fiscal environment.
- Monitor County revenue and expenditure budgets to ensure appropriations and supplemental appropriations are allocated according to Board directives and policies.
- Coordinate analysis and review of quarterly revenue projections with the County-staffed Revenue Committee. Provide monthly reporting updates to the Board of Supervisors on County revenue projections.
- Provide analysis of the County's economic environment to monitor the County's fiscal health and ensure an accurate projection of County revenues.
- Facilitate the annual budget process by working with County departments, managers, support staff, County Administration, outside entities, and the Board of Supervisors through all phases of development and adoption.
- Prepare annual proposed and adopted budget documents and ensure the documents meet required criteria in support of OMB's goal to achieve the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
General Fund expenditures to budget	97.5%	96.9%	98.0%	98.0%	98.0%
General Fund revenue to budget	102.2%	102.7%	98.0%	98.0%	98.0%
Achieve GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

MANAGEMENT AND BUDGET

PROGRAM 2: *Management Analysis and Grant Development*

Manage the County-wide master grants database. Support County departments in the identification, drafting, and submission of grant applications. Conduct research in support of County management decision-making.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Grant applications developed and/or supported through the grant management process	28	55	30	35	35
Benchmarking studies requested by County management and/or identified by OMB	10	10	10	12	12

OBJECTIVES:

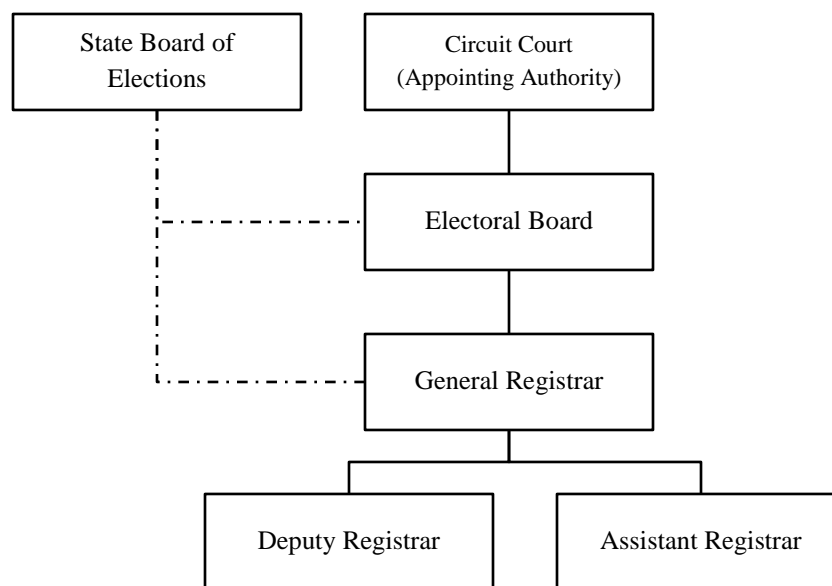
- Support departments with the identification of projects that may require outside funding support.
- Research outside funding opportunities based on identified need(s).
- Develop/review grant applications for County departments and associated agencies.
- Ensure departments adhere to the County grant policy.
- Maintain master database of County grants.
- Support departments in the close-out of outside funding support, to include audits and financial reporting.
- Assist the decision-making process of County management by identifying, researching, and presenting benchmarking studies and program analysis.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Grants awarded to Fauquier County	22	51	30	35	35
Grant awards actively monitored	4	4	5	6	6
Benchmarking studies completed	10	10	10	12	12

REGISTRAR

ORGANIZATIONAL PURPOSE:

The Constitution of Virginia creates the Office of the General Registrar in Article 2, Section 8 and represents a mandatory core function of government. The Office of the General Registrar promotes consistent administration of all elections, voter registration, candidate and campaign finance laws, and related rules and regulations. The Office of the General Registrar plans, develops, monitors, and evaluates the voter registration program to ensure that it is in compliance with State and Federal statutes. This office provides all voter registration services required by the Constitution of Virginia and *Code of Virginia*. The General Registrar also manages preparation for elections, including candidate qualification, campaign finance, absentee voting, election materials, voting machines, ballots, voting precincts, and recruitment and training of Officers of Election, in addition to the administrative requirements of the office.



GOALS:

- Ensure compliance with the Constitution of Virginia and Code of Virginia.
- Promote a customer friendly environment for both the public and candidates.
- Provide cost effective, convenient, courteous and accurate services to registrants.
- Provide fair and honest Federal, Commonwealth, and County elections to qualified registered voters.
- Offer absentee voting to all qualified voters who request this service; ensure the number of absentee voters is correctly projected; record all absentee requests; and issue correct ballots to each voter.
- Provide information about the requirements, procedures, and laws governing campaign reporting; provide required forms and supplies to candidates, treasurers, and committees; collect information on candidate contributions; and, record all candidate filings for public review.

REGISTRAR

- Educate Officers of Election on registration and election laws and voting procedures to ensure every precinct conducts fair and impartial elections, ensure precinct manuals are supplied to all precinct workers on Election Day policy and procedures.
- Provide important information to the public regarding the administration of elections in the County and Commonwealth.
- Attend educational seminars relevant to changes in election laws or policy procedures.
- Provide training to all Chief and Assistant Chief Officers before each election is conducted.
- Ensure voting equipment testing is conducted in a timely manner.
- Ensure publishing of all media advertisements required by the Code of Virginia.
- Ensure a safe and secure voting environment is provided to each voter.

KEY PROJECTS FOR FY 2019 AND FY 2020:

- Process records from the National Change of Address.
- Process records from the Interstate Voter Registration Crosscheck.
- Process records from the Electronic Registration Information Center.
- Conduct November 2018 General Election for U.S. Senate and U.S. House of Representatives.
- Notify local candidates of due dates of Campaign Finance Reports.
- Process Campaign Finance Reports for all local candidates.
- Conduct June 2019 Dual Primary Elections for all County-elected offices (Commonwealth's Attorney, Sheriff, Board of Supervisors, School Board, Treasurer, Commissioner of Revenue), VA Senate and VA House of Delegates.
- Conduct November 2019 General Election for all County-elected offices (Board of Supervisors and Constitutional Officers), VA Senate and VA House of Delegates.
- Conduct March 2020 Dual Primary Elections for U.S. President and Vice President.
- Conduct May 2020 Town Elections.
- Conduct June 2020 Dual Primary Elections for U.S. Senate and U.S. House of Representatives.
- Provide Electronic Pollbook data configuration and deployment for November 2019 General Election, March 2020 Presidential Primary and June 2020 Dual Primary Elections.
- Conduct new Electronic Pollbooks deployment and training.
- Conduct a post-election risk-limiting audit of the ballot scanner machines if mandated by the Virginia Department of Elections as required by §24.2-671.1 of the *Code of Virginia*.
- Track elections-related legislation introduced in the General Assembly.
- Process administrative, elections, voter registration and campaign finance records through the Records Retention Schedules of the Library of Virginia.

REGISTRAR

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$290,522	\$310,801	\$317,163	\$360,851	\$325,355	\$364,867	\$327,338
Operating	\$149,683	\$137,349	\$117,782	\$144,908	\$142,047	\$150,531	\$150,446
Capital	\$18,723	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$458,928	\$448,150	\$434,945	\$505,759	\$467,402	\$515,398	\$477,784
Revenue	\$79,746	\$55,915	\$77,811	\$60,751	\$61,077	\$49,951	\$50,747
Net Local Revenue	\$379,182	\$392,235	\$357,134	\$445,008	\$406,325	\$465,447	\$427,037
Full Time Staff	3.00	3.00	3.00	4.00	3.00	4.00	3.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	3.00	3.00	3.00	4.00	3.00	4.00	3.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Registrar's Office includes an adjustment to personnel expenditures due to changes in benefit costs and increased temporary funding. In addition, the proposed budget includes operating expenditure adjustments related to required materials for elections. Revenue adjustments are made on Town Election cycles.

PROGRAM 1: *Voter Registration*

The General Registrar provides appropriate forms for those applying to vote and maintains the official voter registration records, in addition to other duties defined in the Constitution of Virginia, Code of Virginia, and by the State Board of Elections. The official voter registration records allow the General Registrar to provide an accurate list of voters to each polling place. The Electoral Board delegates to the General Registrar the duties of arranging and supervising the elections held in the County.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Voter Records Processed (denied, accepted, changes to record)	14,934	15,513	15,000	15,000	15,000
Voters Registered	49,592	49,042	50,000	50,000	50,000

REGISTRAR

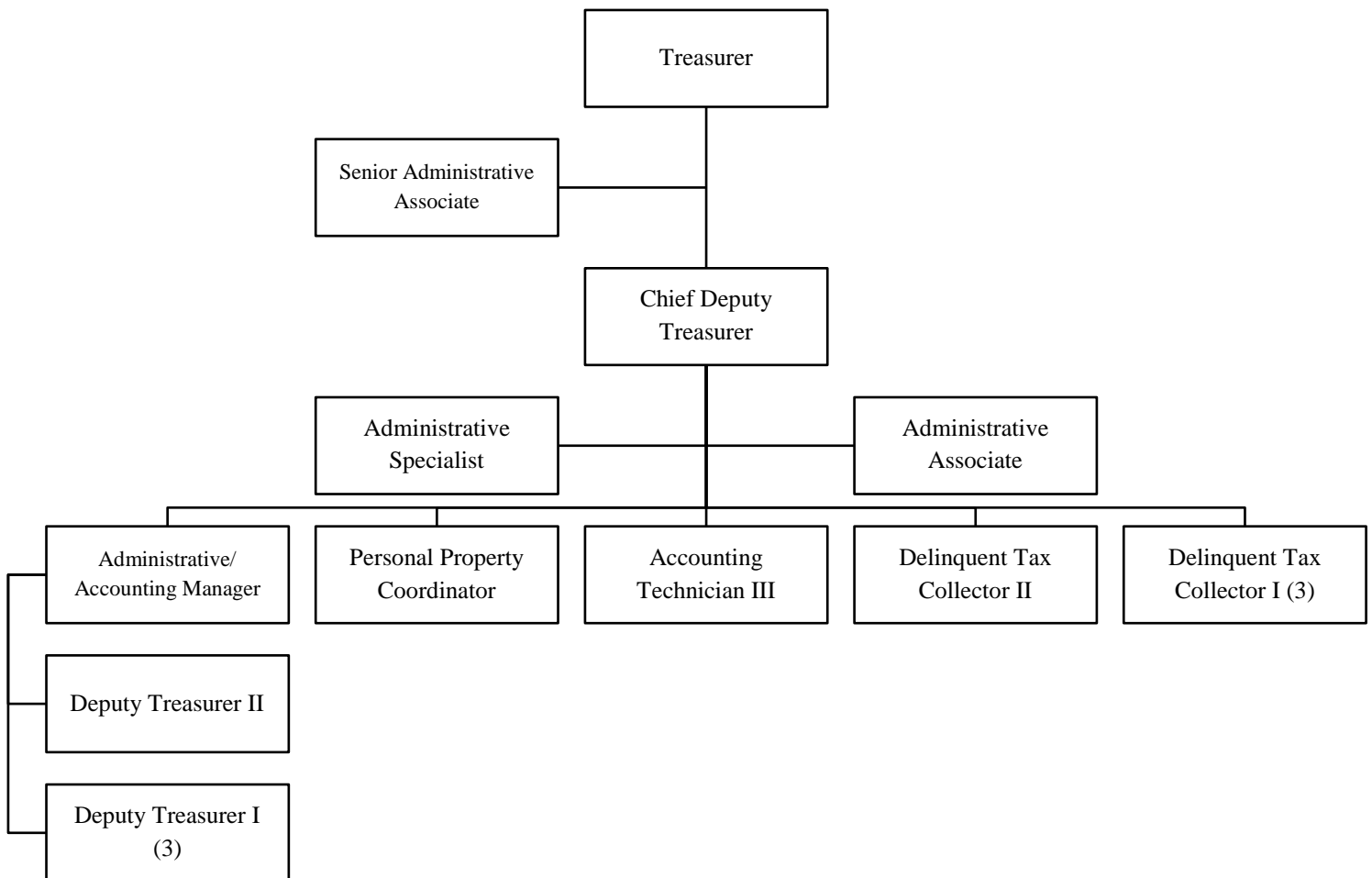
OBJECTIVES:

- Maintain voter registration program that is compliant with state and federal requirements.
- Maintain accurate and up-to-date records of individuals registered to vote in Fauquier County.
- Process voter registration applications on a daily basis.
- Provide an accurate list of voters for each polling place on Election Day.
- Maintain customer-friendly environment with knowledgeable staff to assist individuals complete their voter registration process.
- Attend educational conferences/seminars relevant to voter registration.
- Perform cross-checks of our data with other states to maintain the integrity of the voter database.

TREASURER

ORGANIZATIONAL PURPOSE:

The Treasurer's Office provides efficient, accurate, prompt, and courteous service to the public, and treats all taxpayers equitably through standard office procedures in accordance with the Code of Virginia and the Code of Fauquier County. The Treasurer's Office is responsible for the custody and guardianship of all County funds; the maintenance of all bank accounts; the billing, collection, and recording of County taxes and licenses; the collection of State and estimated income taxes; the receipt and collection of all other revenues; the safekeeping and investment of revenues; the appropriate accounting for and disbursement of revenues; and, the completion of all other related duties.



GOALS:

- Process real estate and personal property tax payments expeditiously.
- Create innovative, resourceful, and imaginative methods of collecting delinquent taxes.
- Provide every possible payment option by which taxpayers can meet their obligations.
- Safeguard and wisely invest available funds to obtain the maximum return while ensuring the return of principal.

TREASURER

KEY PROJECTS FOR FY 2019 AND FY 2020:

- EBills
- Payment application for mobile devices

BUDGET SUMMARY:

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Request	FY 2019 Proposed	FY 2020 Request	FY 2020 Proposed
Costs:							
Personnel	\$1,063,418	\$1,058,788	\$1,080,457	\$1,154,406	\$1,136,014	\$1,170,470	\$1,146,590
Operating	\$184,804	\$204,016	\$218,704	\$218,704	\$218,704	\$219,404	\$219,404
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,248,222	\$1,262,804	\$1,299,161	\$1,373,110	\$1,354,718	\$1,389,874	\$1,365,994
Revenue	\$476,587	\$464,687	\$482,152	\$496,265	\$496,265	\$504,265	\$505,797
Net Local Revenue	\$771,635	\$798,117	\$817,009	\$876,845	\$858,453	\$885,609	\$860,197
Full Time Staff	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Part Time Staff	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full-time Equivalents	16.00	16.00	16.00	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2019-FY 2020 Proposed Budget for the Treasurer's Office includes personnel expenditure increases due to changes in benefit costs. In addition, revenues have been adjusted to more accurately reflect current revenue projections and historical collections. Revenue increases for the Treasurer's Office also include increases in Compensation Board funding allocations based on the Commonwealth's proposed FY 2020 budget for mid-year raises.

PROGRAM 1: *General Revenue Collection*

- Assist the public by: billing, collecting, and recording personal property tax, real estate tax and business license tax payments; collecting and recording miscellaneous receipts; collecting and recording State income and estimated tax payments; collecting and recording delinquent accounts for the Commonwealth's Attorney; collecting and recording payments for Environmental Services, collecting and recording funds received from other County departments; selling dog licenses; and responding to questions.
- Process, deposit, and invest funds as expeditiously as possible.
- Process personal property and real estate supplements and exonerations.
- Assist title searchers and accounting auditors.
- Work closely with and assist other departments and agencies on a regular basis.

TREASURER

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Real Estate bills mailed	64,550	65,655	65,660	65,680	65,700
Personal Property bills mailed	68,310	69,726	70,000	70,250	70,500
Business licenses issued	3,289	3,245	3,250	3,250	3,250
Refunds issued	3,200	3,450	3,500	3,450	3,450
Dog Tags issued	3,576	4,466	4,500	4,550	4,600
State Income/Estimated Vouchers processed	7,309	6,366	6,500	6,500	6,800
Utility Billing for Catlett/Calverton Sewer	N/A	N/A	N/A	N/A	N/A

OBJECTIVES:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Accounts paid via the web	34,737	34,978	35,500	35,900	36,500
Accounts paid via Official Payments	584	669	650	650	650

PROGRAM 2: *Delinquent Tax Collection*

- Collect delinquent taxes through debt set-off, third party liens, seizures, etc.
- Process bankruptcies and represent the Treasurer in court cases.
- Establish payment agreements for those individuals with severe hardships prohibiting their timely payment of taxes.
- Follow up on all past-due payments missed by taxpayers.
- Provide statistical information on delinquent tax collection.
- Coordinate collection efforts with the County Attorney's office.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Debt Set-off collections	\$381,750	\$475,409	\$475,000	\$475,500	\$476,000
Follow-up collections	\$2,839,357	\$2,718,360	\$2,781,000	\$2,800,000	\$2,850,000
Debt Set-off accounts collected	1,875	2,572	2,500	2,500	2,550
Accounts sent to debt set off	16,438	16,847	16,800	16,500	16,800
Third-party liens issued	2,350	2,132	2,150	2,150	2,150
Payment plans established	414	394	400	400	400
New bankruptcies filed	26	33	25	25	25
Treasurer Summons	36	9	15	15	15

TREASURER

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Court cases represented/affidavits ¹	215	497	50	50	50
Department of Motor Vehicles (DMV) holds	8,484	10,750	10,000	10,000	10,000
Delinquent letters sent	35,013	36,765	36,000	36,000	36,000

¹Changed collection process.

OBJECTIVES:

- Reduce delinquent tax liabilities by offering more convenient means of making payments.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Accounts paid through IRMS (debt set-off) Program	2,604	2168	2,400	2,400	2,400
Accounts paid through credit cards/eChecks via the internet	34,786	34,978	35,500	35,900	36,100
Accounts paid through credit cards in the office	8,394	9,537	9,800	9,900	10,000

PROGRAM 3: *Delinquent Court Fee Collection*

- Collect delinquent court fees through delinquent notices and third-party liens.
- Follow up on all past-due payments missed by defendants.
- Provide statistical information on delinquent court fee collection.
- Coordinate collection efforts with the County Attorney's office.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Follow-up collections	\$110,495	\$112,471	\$112,500	\$113,000	\$113,000
Third-party liens	\$127,469	\$258,988	\$260,000	\$265,000	\$265,000

OBJECTIVES:

- Reduce delinquent court fees owed to Fauquier County.
- Provide for a new revenue stream for the Treasurer's office.
- Develop and implement effective delinquent court fee collection program.

OUTCOME MEASURES	FY 2016 Actual	FY 2017 Actual	FY 2018 Goal	FY 2019 Goal	FY 2020 Goal
Third Party Liens	945	1,121	1,150	1,200	1,200
Letters sent	2,566	3,110	3,150	3,200	3,200

TREASURER

PROGRAM 4: *Accounting*

- Upload Direct Deposit files to the bank for processing.
- Upload ACH Transfers for eChecks, Deposit Certificate and Account Transfers
- Print checks.
- Virginia Child Support transfers.
- Virginia withholding tax transfers.
- Send the benefits vendor wires to the bank.
- VRS transfers.
- Post daily to the cash receipts journal and prepare various monthly journal entries.
- Reconcile all financial statements and Treasurer's inventory monthly.
- Process and print all School and County checks as expeditiously as possible.

SERVICE VOLUME	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Direct Deposit Uploads ¹	327	70	70	70	70
ACH Transfers	245	283	533	533	533
Checks Processed	19,053	18,709	18,700	18,700	18,700
Virginia Child Support transfers	50	49	50	50	50
Virginia withholding tax transfers	82	80	80	80	75
Benefit Wire transfers	308	292	292	290	290
VRS transfers	48	48	48	48	48

¹Split between payroll (direct deposit) uploads and other ACH transfers.

OBJECTIVES:

- Ensure all employees and vendors are paid on time.
- Safeguard the integrity of our numerous bank accounts.